



**ROCK HILL**  
SOUTH CAROLINA

Strategic Plan

FY2010 - FY2012  
Year I

# FY2010 Year-End Report

Prepared August 2010







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**CITY MANAGER**

Carey F. Smith





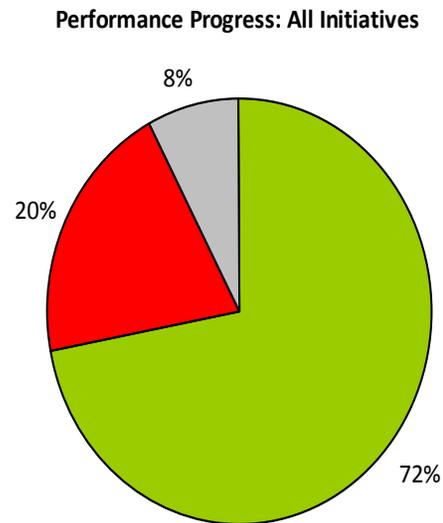
# Year-End Progress Report

This report provides an evaluation of the City's progress at accomplishing performance goals that were due within Fiscal Year 2010 (July 1, 2009 through June 30, 2010). A complete listing of all goals can be found in the official FY2010-2012 Strategic Plan which is available on the City's website at [www.cityofrockhill.com](http://www.cityofrockhill.com).

The City produces formal progress reports semi-annually; for updates throughout the year on many of the goals included in the Strategic Plan, please visit the City's Performance Dashboard (available on the City's website under "Accountability Updates").

## YEAR-END PERFORMANCE AT A GLANCE

The City met 72% of the FY2010 performance targets. The chart below provides the color-coded breakdown of performance progress.



## UNDERSTANDING THE YEAR-END REPORT

The Year-End Report contains three categories of information:

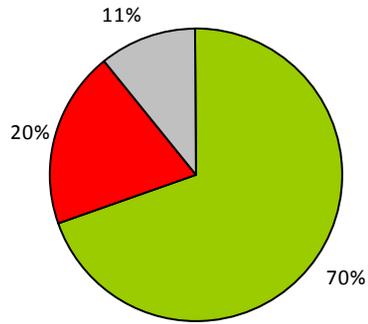
1. **Target** – for the reader's convenience the target originally adopted in the official FY2010-2012 Strategic Plan is included.
2. **Year-End Actual** – the City's actual performance information is provided.
3. **Quick View** – is designed to provide a quick indication of a goal's progress by using color-coded circles. The legend is below:

- Met target
- Did not meet target
- Data still needed

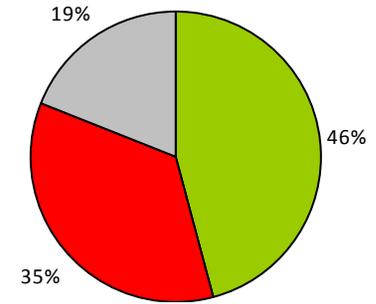
Year-end results suggest that the City experienced both successes and challenges. The City met several key targets including assisting with the creation of 112 jobs, reducing violent crime, and replacing over 5,900 linear feet of damaged sidewalk. Other performance targets proved to be challenging; these targets included increasing the commercial and industrial tax base by \$40 million, responding to priority one Police calls within five minutes, and initiating the Clean Air Works public information program. The City of Rock Hill is committed to championing accountability and transparency. This Year-End Report provides a formal opportunity for the City to both evaluate and communicate its progress at meeting its goals.

# Performance Progress by Initiative

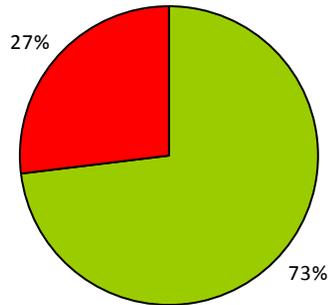
**Public Safety**



**Ensure the Provision of Quality Public Services**

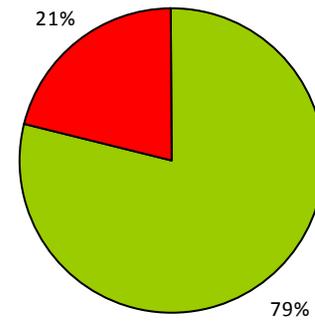


**Short & Long Term Economic Development**

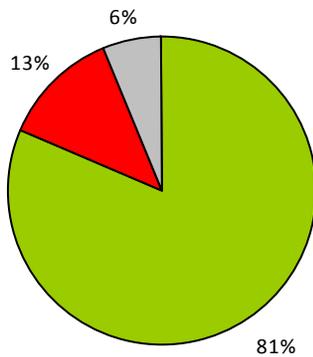


- Met target
- Did not meet target
- Data still needed

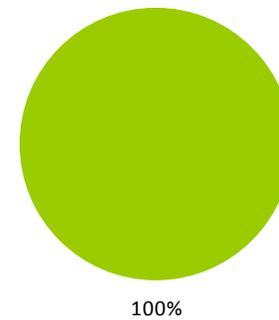
**Sustainable Growth**



**Old Town Revitalization**



**Quality of Life**



# STRATEGIC INITIATIVES OVERVIEW

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**Public Safety**— provide high quality services to residents and visitors to the City of Rock Hill which protect life, health, and property by providing highly trained personnel with excellent equipment to prevent police and fire incidents where possible and respond quickly and effectively when the incidents occur.

**Short and Long Term Economic Development**— strengthen the City’s role as a place for economic activity through job creation, business location and expansion, redevelopment, and tourism.

**Old Town Revitalization**— strengthen and enhance the neighborhoods and business centers of Old Town, the City’s urban core.

**Ensure the Provision of Quality Public Services**— provide the public with high quality service levels and demand service standards to ensure adequate maintenance and growth of City service levels and the entire City infrastructure. This will be accomplished through a comprehensive and long-range planning approach to the delivery of municipal services and funding of capital improvements—one that balances the need to prioritize services, maintain service levels, and fund capital improvements.

**Sustainable Growth**— provide for growth that meets the needs of the present, without compromising the ability of future generations to meet their own needs. This includes quality in physical planning and design, efficiency through integrated land use and transportation, and the fostering of environmentally responsible development practices.

**Quality of Life**— provide high quality leisure services and amenities that make Rock Hill a great place to work and live.

# PUBLIC SAFETY



# PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Objective:</b> Engage in neighborhood partnerships & crime prevention activities				
<b>Encourage external polices that support community partnerships</b> Provide community policing training to Police department employees annually	100% of employees	100%		
Hold Open House	Biennially	10/3/2009		
Attend neighborhood and business groups events & meetings annually to enhance community partnerships	100	75		The Police Department attended 100% of all requested meetings and events. Additionally, the department held and participated in numerous other community events that are not considered neighborhood or business meetings.
Present a public forum annually	1	1		A public forum was held in the Boyd Hill community on March 20, 2010. Approximately 50 people were in attendance.
<b>Develop strategies for reducing crime in Old Town and improve public perception</b> Attend neighborhood association meetings in Old Town neighborhoods annually	Monthly	12		
Present a public forum in Old Town annually	1	0		A public forum in Old Town will be held in FY2011.
Reduce Old Town violent crime per capita (1,000 people) from three year trend by 2% annually	FY2010 goal-18.5	15.1		20% reduction

**Objective:** Engage in neighborhood partnerships & crime prevention activities

<b>Implement personnel procedures, changes, and additions in support of the Police Staffing Study</b> Secure grant funding for 12 additional officers	During FY2010	Funding for six		The City received grant funding for six of the positions. The remaining six positions were funded by the City's General Fund.
Develop and maintain a comprehensive training program for dispatchers	By 6/30/2010	July 2009		A Telecommunications Training Manual was developed and produced.
Annually update screening/testing methods	By 6/30	December 2009		The following changes were made: added the use of PEP Test and the services of a contract background investigator.
Annually update department recruiting plans to ensure a diverse Police workforce	By 5/31	November 2009		The following changes were made: utilizing radio advertising in minority demographics and building relationships with community colleges in our area and in states where community colleges can certify students, such as Florida.
Evaluate progress of Police workforce diversity annually	By 6/30	Target Met		A year-end evaluation shows a 51% minority population. Back in December 2009, the department's minority population was 45%

# PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Implement operational procedures in support of the <i>Police Staffing Study</i></b> Conduct Patrol Beat Analysis annually	By 1/1	December 2009		As a result of the analysis, staff concluded that the number of patrol zones needed to increase from six zones to eight zones. This change will occur during Fiscal Year 2011.
Evaluate civilianizing the Forensics positions and present recommendation to City Management	By 1/31/2010	1/8/2010		
Revise patrol schedule	By 7/6/2009	7/6/2009		The patrol schedule was revised to a four days on/four days off schedule. Every other month, each shift has training, court, and directed patrol worked into the schedule.
Implement computerized ticketing system	By 1/1/2010	Target Date Not Met		The SC DMV has purchased the E-Ticketing solution and is still in the testing stage. It is expected that the E-Ticketing product will be made available to local agencies during the 2010 calendar year. The City has grant funding available for the 2010 calendar year to purchase hardware (printers) and to provide for the implementation costs, including the connectivity to the department's Records System.
Update jail cost analysis	By 6/30/2010	3/29/2010		

**Objective:** Monitor the effectiveness of operational activities and their effect on reducing crime and improving public satisfaction

<b>Evaluate crimes against persons and exceed nations standards in performance benchmarks</b> Reduce violent crime per capita from three year trend	2% annually FY2010 goal– 11.8	9.8		18% reduction
Exceed the national clearance rate averages for crimes against persons (national rates follow a calendar year)	2 percentage points above			The 2009 Uniform Crime Report has not been released by the FBI. The anticipated release date is late September. This information will be provided in the City's FY2011 Mid-Year Report.
<b>Evaluate crimes against property and exceed national standards in performance benchmarks</b> Reduce property crime per capita from three year trend	2% annually FY2010 goal– 50.1	44.6		13% reduction
Exceed the national clearance rate averages for crimes against property (national rates follow a calendar year)	2 percentage points above			The 2009 Uniform Crime Report has not been released by the FBI. The anticipated release date is late September. This information will be provided in the City's FY2011 Mid-Year Report.
<b>Provide effective and efficient Police Services</b> Reduce the number of collisions in the City's Top 5 Collision Areas by 5%	FY2010 goal– 169	161		9.6% reduction
Respond to Priority 1 calls within 5 minutes	80%	48%		The Police Department expects to improve response times once revisions to the patrol zones are made and more vacancies are filled. It is important to note, the Police Academy is nine weeks and the Field Training Program is an additional 16 weeks, meaning there is approximately a six month period from the time of hire to the time an officer is placed on his or her own.

# PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Objective:</b> Promote fire safety through effective prevention, inspections, and education services				
<b>Establish partnerships to promote safety</b> Establish a partnership with the EMS Program at the Applied Technology Center	By 6/30/2010	10/8/2009		The partnership was established and a presentation for the first class was held on October 8, 2009.
<b>Increase fire safety awareness by making presentations to community groups</b> Fulfill community requests for fire safety presentations	100% of requests	100%		Presentations impacted 8,982 adults and children.
Provide fire safety education programs to elementary school students	3,000	4,626		
Conduct presentations for the <i>Inside Rock Hill</i> program	2 per year	2		
<b>Maintain certifications and encourage training</b> Fire personnel maintaining State Fire Marshall certifications	100%	100%		
Fire personnel participating in a minimum of 240 hours of Company Fire-fighting Training annually to meet ISO Requirements	100%	100%		100% of the 96 employees who are affected by this goal
Fire Suppression personnel maintaining required Federal and State Certifications in the special services areas (hazardous materials, confined space, and high level rescue)	100%	100%		
Fire suppression personnel maintaining a minimum of Emergency Medical Technician Certification through the Department's in-house Medical In-service Training Program	100%	100%		
Increase the number of Fire department personnel with paramedic certification	2 per year	2		Currently there are 11 employees with certifications for Paramedic with 2 additional firefighters to complete training during FY2011.

# PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Monitor the effectiveness of operational activities and their effect on improving public perception and satisfaction

<b>Complete facility expansion activities</b> Complete construction of the Automall Parkway station	By 1/31/2010	10/2/2009		
Complete construction of Airport Station #6	By 1/31/2010	February 2010		
<b>Exceed national standards in overall performance benchmarks</b> Respond to top priority Fire Suppression calls within 5 minutes as it relates to ISO Rating	90%	89%		
Respond to top priority Medical Emergency Response calls within 5 minutes	90%	90%		
Maintain per capita fire loss below the national average (national rates follow a calendar year)	2% below	Not Available		The National Fire Protection Association's 2009 Fire Loss in the United States Report is not available at this time. The Report is expected to be released late August/early September. This information will be provided in the City's FY2011 Mid-Year Report.
Determine cause in fires investigated	90%	77%		There have been 39 investigations with 30 confirmed determinations
Maintain arson clearance rate	94%	100%		

**Objective:** Provide for efficient operations in the Municipal Court

<b>Effectively manage caseload</b> Dispose of bench trials within 90 days	50%	Not Available		Data for this measure is not available.
Number of weeks with multiple jury trials held	15	15		Municipal Court was able to hold 15 during FY2010.

# PUBLIC SAFETY

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Provide effective services in the Solicitor's Office

<b>Provide services to crime victims</b> Number of victims receiving protection services per month	Number as- sisted			Data will be tracked beginning in FY2011.
<b>Effectively manage caseload</b> Number of jury trial cases processed	Number proc- essed	1,267	Not Applicable	
Dispose of jury trials within 180 days	50%	63%		

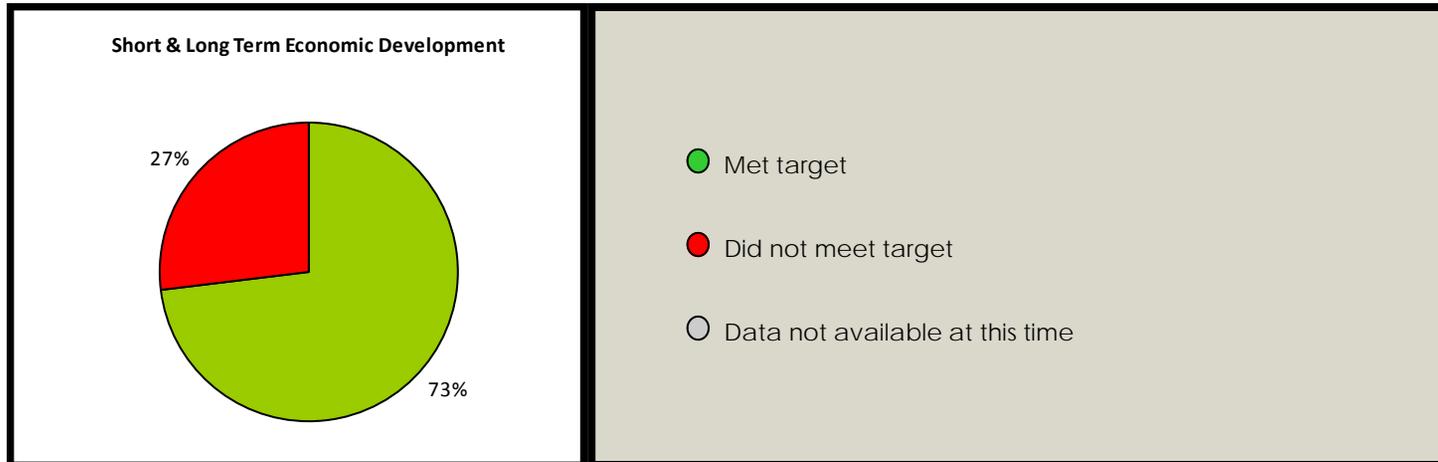
**Objective:** Ensure the safe and continued operation for all City facilities and evaluate customer satisfaction (Hometown Security)

<b>Evaluate and recommend solutions related to safety issues at the Airport</b> Develop an improved emergency response and security plan complementing and expanding the guidelines of the state of South Carolina and the Transportation Safety Administration	By 1/1/2010	May 2010		A completed document of the Rock Hill / York County Airport emergency response and security plan was completed in May 2010 and put into operations at the Airport. A copy has been distributed to the SC Department of Aeronautics along with other key emergency response players within the county that would respond during an emergency.
<b>Develop a Continuity of Operations Plan for City recovery</b> Develop guidelines and objectives for implementation of a full scale city continuity of operations	By 6/30/2010	Target Met		The City Manager's Office is currently reviewing the final draft.

**Objective:** Continue to improve Hometown Security service

<b>Seek partnerships within the Comprehensive Communications User Committee &amp; the County Comprehensive User Group Committee</b> Meet regularly with the committees	10	12		
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## SHORT & LONG TERM ECONOMIC DEVELOPMENT



# SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Objective:</b> Ensure the availability of competitive sites and services for business location and expansion inside the City				
<b>Complete the development of existing business parks as needed to attract businesses</b>				
Complete necessary and applicable site surveys for Southway Site M	By 1/1/2010	June 2009		
Develop a plan and funding strategy for completing the development of Southway Industrial Park	By 6/30/2010	Target Date Not Met		Completed land development feasibility study and cost of new entrance road for Site M, O and P. Funding options to be considered and recommendations made by December 31, 2010.
<b>Assist private developers in the development of business parks in the City of Rock Hill</b>	By 6/30 1 meeting per year	October 2009		A meeting occurred in October 2009. Assisted developer with \$100,000 Comporium infrastructure tax credit . The park is the home to two new businesses in the past 12 months. The park is home to 4 new businesses in the past 18 months and is nearly full.
Complete an annual update to the assistance strategy/plan for Southcross Corporate Center				
<b>Consider opportunities for supporting private developers in constructing speculative buildings</b>				
Meet regularly with private developers to consider feasibility of speculative building	11 meetings per year	12		
<b>Objective:</b> Market Rock Hill as a prime business location in the Charlotte market				
<b>Support external partners in marketing efforts for business development in the City</b>	1 joint meeting each year with staffs & elected officials	Joint meeting did not occur		Discussions are underway between RHEDC, YCEDB and Chamber to develop a process for increased collaboration. While a joint meeting with both councils and staffs did not occur, Mark Farris did conduct an informative presentation during a FY2010 City Council workshop.
Encourage York County to aggressively implement its Economic Development Strategic Plan; seek appropriate partnership role for the City				
Support marketing efforts of privately owned business parks by meeting with them regularly to learn how the City can assist	Meet with 100% once a year	100%		
<b>Continue City-directed efforts to market the City as a prime business location</b>	Contact 10 brokers/ developers annually	35+ brokers/ developers		On June 17, 2010, coordinated a Broker Event with Beacon Partners, Riverwalk, YCEDB and Red Rock Developments with over 35 brokers/developers from Charlotte and York County.
Market Rock Hill sites directly to brokers and developers in the Charlotte region by engaging in formal contact/interactions				
Enhance, update, and improve RHEDC website with GIS and interactive maps	By 6/30/2010	Target Date Not Met		New website is in development, the website is expected to be fully functional by September 30, 2010. Staff is still working to incorporate the City's GIS mapping capabilities into website.
<b>Re-recruit existing industries in the City and aid in their expansion efforts</b>	5 industries per year	14		
Meet with existing industries to identify problems and opportunities in which the City/RHEDC can provide assistance				

# SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Design and communicate incentives to ensure that Rock Hill is competitive with other locations in the Charlotte region

<p><b>Evaluate internal incentive programs that may be available for business development and recommend any changes</b></p> <p>Assess Economic Development Competitiveness and present findings annually</p>	By 1/1	3/2/2010		The Competitiveness Report was made to RHEDC Board on March 2, 2010.
<p><b>Evaluate incentives offered by external partners that may be available for business development and recommend any changes necessary</b></p> <p>Continue infrastructure funding partnership agreements with Comporium</p>	1 agreement per year	1		Completed agreement to fund SouthCross initiative in December 2009.

**Objective:** Increase Rock Hill's success as a premiere sports tourism destination

<p><b>Develop concept and programming for the Outdoor Center</b></p>	By 6/30/2010	March 2010		The Cycling Center Partners Board was developed in accordance with City Council and development partners to assist with the marketing and fundraising for the proposed Cycling and Outdoor Center of the Carolinas at Riverwalk.
<p><b>Update park enhancements and marketing strategies for sports tourism related facilities annually (Cherry Park, Hargett Park, Terry Complex, Rock Hill Tennis Center, Manchester Meadows)</b></p>	By 6/30	June 2010		Construction of the Rock Hill Tennis Complex Tournament Plaza was completed. Eighty-five front-line tourism related staff completed the "You're Welcome" hospitality training course offered by PRT(Parks, Recreation, and Tourism) and the CVB. Twenty hotels are in the 2010 Host Hotel program. Newspaper ads for tournaments reach Columbia, Charlotte and Asheville markets. New brochures were developed for Cherry Park and Manchester Meadows.
<p><b>Develop a sports tourism advocacy group</b></p> <p>Convene a meeting of the Sports Marketing Alliance, CVB, RHEDC, Park &amp; Recreation Commission, Tourism Commission, and the Chamber of Commerce to discuss sports tourism as an economic development tool</p>	By 7/1/2010	8/26/2009		Meetings were held Aug. 26, 2009, Feb. 17, 2010, May 19, 2010. More than seven cooperative events took place during FY2010 including the SC State Girls Gymnastics Championship, Manchester Cup (soccer), NSA Super C World Series (softball), Innova Disc Golf World Championship, and the Catawba Classic Lacrosse Tournament.

**Objective:** Develop other tourism amenities and destinations designed to attract visitors to Rock Hill's premiere destinations

<p><b>Expand the maintenance and marketing of Glencairn Garden as the implementation of the Master Plan is phased in</b></p> <p>Develop an enhanced marketing strategy and a landscape and maintenance strategy for Glencairn Garden</p>	By 6/30/2010	6/14/2010		A new Glencairn Garden brochure has been published for distribution. The garden was prominently featured in the South Carolina Recreation and Parks Association magazine. A monthly garden newsletter reaches members of the community via e-mail and hard copy. The Glencairn Garden Wedding Policy was approved by City Council on June 14, 2010. By outsourcing the streetscape maintenance of Cherry Road and Dave Lyle Boulevard, three employee positions were repurposed for Glencairn Garden without impacting the maintenance budget.
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# SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Support the Riverwalk development through infrastructure assistance and public amenities

<b>Complete financial related agreements for the phased completion of the Riverwalk development</b> Enter into a development and financing agreement with Greens of Rock Hill that leads to TIF financing of the public infrastructure for Phase I	By 1/1/2010	08/24/09		
Create a Municipal Improvement District to support development of the Riverwalk site	By 1/1/2010	08/10/09		The enactment of Ordinance NO. 2009-29 established the Municipal Improvement District.
Issue TIF bond to fund construction of the public infrastructure to serve the Riverwalk site	By 2/28/2010	10/23/09		The City closed on \$10.5 million in Tax Increment Bonds to provide public improvements to the Riverwalk site on October 23, 2009.
Complete funding strategy for Celriver Road	By 6/30/2010	Target Date Not Met		Federal Highway Administration has required new Environmental Assessment for entire project before considering funding. An Environmental Assessment underway.
<b>Manage the City's investments on the Riverwalk site</b> Begin construction of improvements at Riverwalk	By 4/1/2010	09/28/09		

**Objective:** Support new private investment and transportation improvements

<b>Initiate strategies to encourage quality development in the Galleria area</b> Ensure the satisfaction of public goals in new private development projects – especially as it relates to 1) design quality; 2) transportation improvements; and 3) trails and greenways	100% of new private development projects meet goals	N/A	N/A	No significant projects permitted during this period.
<b>Complete improvements at the I-77/Dave Lyle Boulevard interchange to enhance business opportunities and traffic flow</b> Complete improvements to the I-77/Dave Lyle Boulevard interchange	By 10/31/2009	Target met		
<b>Coordinate with private hospitality industry representatives, developers, and CVB to maximize business impact of improvements</b> Meet with hotel businesses and CVB to discuss improving marketing for the interchange	By 6/30/2010	November 2009		A marketing event was held in November 2009
<b>Seek funding and construction approvals for improvements listed in the I-77 Corridor transportation master plan</b> Design and seek funding for Phase 1 of Celriver Road improvements	By 6/30/2010	Target Date Not Met		The project was delayed by the requirement for a new environmental assessment which is now underway.

# SHORT & LONG TERM ECONOMIC DEVELOPMENT

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Support the redevelopment of other private properties in the Corridor East/Dave Lyle Boulevard area consistent with the City's goals

<b>Support redevelopment of properties in the Corridor East/Dave Lyle Boulevard area</b> Support completion of Economic Impact Study and Land Use Study	Completion by 1/1/2010	10/30/2010		The Study was completed by York County and reports made at the RHEDC retreat.
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**Objective:** Market Rock Hill as a prime business location in the Charlotte market\*

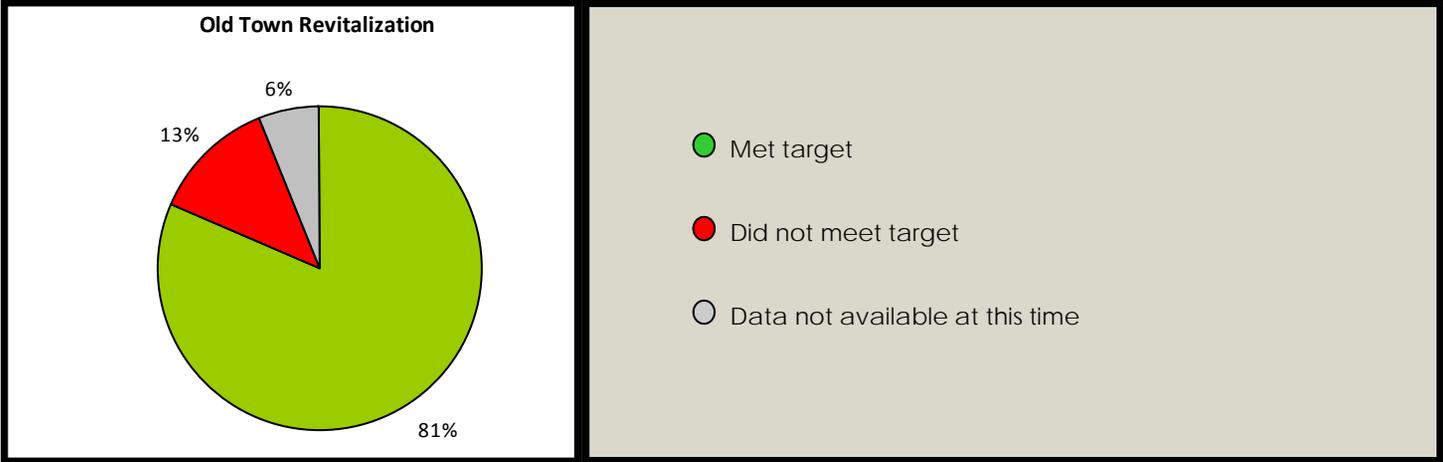
<b>Continue City-directed efforts to market the City as a prime business location</b> Work with development partners (YCEDB, SCDOC, CRCBR, CRP) to accomplish business recruitments	3 recruitments by 6/30/2012	4		Expanding businesses: Composite Resources, Lexington Medical, KOMET USA; New businesses: Carolina Ingredients, Bradman Lake, Competition Accessories, Pulcra Chemicals
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**Objective:** Promote job creation and growth in tax base and evaluate community satisfaction

<b>Promote job creation and tax base growth</b> Increase the commercial and industrial tax base in the City	By \$40 million per year	\$5 Million		Likely due to the challenging economy, this goal was not met. The commercial and industrial tax base was increased by \$5,011,271 this Fiscal Year.
Assist in the creation of new jobs*	125 jobs by 6/30/2012	117	Due in FY2012	Composite Resources—22 Jobs Carolina Ingredients — 45 Jobs Bradman Lake — 50 Jobs
Assess the average wage for new jobs*	10% above York County median	15%	Due in FY2012	York County average- \$36,344 Average wage of new jobs—\$41,666

\*While these measures' final due dates are beyond FY2010, due to their nature of generating significant interest from the Mayor and Council and the community, they are included in this Final-Year End Report. These are broad community measures that Rock Hill's Economic and Urban Development Department (EUD) and Rock Hill Economic Development Corporation (RHEDC) can have a positive impact on by carrying out their goals and objectives. There are, however, a number of external factors that can affect these measures that are outside the control of EUD and RHEDC.

# OLD TOWN REVITALIZATION



# OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Provide support for public and private investment in the Downtown area

<b>Promote public investment and reinvestment in the Downtown area</b> Encourage the expansion/relocation of York County offices and/or services from City Hall to Black Street	By 4/30/2010	January 2010		Relocation of the Emergency Operations Center was completed in January 2010 ; County closed on the Good Motor property on October 6, 2009.
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**Objective:** Provide support and incentives for businesses interested in locating or expanding in the Downtown area

<b>Support small business development in the Downtown</b> Provide technical assistance to retail and restaurant businesses, through programs such as ShopTalk, to strengthen their operations and marketing	assist 6 business each year	5		ShopTalk worked with 3 businesses in December 2009: Citizen Corners, New South Interiors, and Song's Dress Shop; Additional technical assistance provided to Old Town Outfitters and New South Interiors
<b>Reexamine and redefine incentive programs for businesses interested in locating or expanding in the Downtown area</b> Develop and implement incentive programs to support private investments that aid in the achievement of the City's economic development goals assist businesses through the incentive program	assist 5 businesses	9		
Seek additional funding and manage the Facade Rehabilitation Grant Program	fund 2 eligible businesses a year	2		Assisted McHale's on Main in September 2009 and Kinch's Restaurant in April 2010
Increase participation in the Shop-Dine-Unwind Co-op Marketing Program, which supports retail and restaurant businesses in downtown	FY10- 8 businesses	14		

**Objective:** Examine infrastructure needs in the Downtown and develop plans for meeting those needs

<b>Provide sufficient parking in the Downtown area</b> Reorganize the Downtown Parking Commission, policies, and management practices to increase revenues and better maintain public parking resources	By 6/30/2010	March 2010		The reorganization was completed with six people being appointed to the Commission; there is currently one vacancy on the Commission.
Increase parking revenue collection rate	15% above previous performance	11% below previous performance		As part of reorganizing parking polices and management practices, parking ticket collections will be reassigned to Municipal Court and delinquent fines are now being managed by a collection agency.

# OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<p><b>Provide creative Public Spaces in the Downtown area</b></p> <p>Incorporate small public spaces (courtyards, plazas, walkways) into private development</p>	50% of new projects include public spaces	N/A		No new private development during Fiscal Year 2010. Public space amenities are planned with the Old Town Market, redevelopment of the former Woolworth building, and new development on the Municipal Parking Lot/Comporium properties.

**Objective:** Provide support for safe neighborhoods

<p><b>Continue PACE projects</b></p> <p>Complete the remaining two Weed and Seed neighborhood PACE projects (Crawford Road North &amp; Flint Hill)</p>	By 6/30/2010	July 2009		All five of the Weed and Seed neighborhoods' PACE projects have now been completed with Flint Hill's PACE program being finalized in July 2009.
<p><b>Support Weed &amp; Seed efforts in five neighborhoods (Flint Hill, South Central, Sunset Park, Hagins Fewell, and Crawford Rd. North) and work with residents and service providers</b></p> <p>Seek alternative funding sources toward the sustainability of the Urban Rock Hill Weed &amp; Seed Initiative after the five year grant cycle ends in 2010</p>	Conduct monthly grant research & semi-annual discussion with agencies	Target Met		Application for an additional year of funding for Fiscal Year 2011 was submitted to the United States Department of Justice.
Provide leadership training and education in home-buying, anti-litter, literacy, personal finances, parenting, recycling, mentoring, and gang awareness to the five Weed & Seed neighborhoods	Quarterly	Quarterly		
Meet with the five Weed & Seed neighborhoods regularly	11 times a year	30		There were six meetings in each of the five Weed & Seed neighborhoods.
Paint homes with Rolling in Rock Hill each year being sure to include homes in the Weed & Seed area	5 within Weed & Seed area	8 homes		Note: This is a correction from the Mid-Year Report which reported 9 homes.

**Objective:** Work with neighborhoods to build strong communities and promote neighborhood redevelopment

<p><b>Engage Neighborhoods/Community Building</b></p> <p>Encourage and assist in the formation of neighborhood associations and crime watch groups within Old Town</p>	3 new associations/groups	4		The following Neighborhood Associations in Old Town were added in FY2010: 1) Keels Ave., 2) Northside Neighborhood Association 3) South Confederate Neighborhood Watch, and 4) The Innsbrook Common's Tenant's Association.
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# OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Meet regularly with the Saluda Street Corridor Association to assist them in their efforts to increase participation and set direction for continued renewal	11 times a year	11		
Coordinate Inside Rock Hill classes each year	2 classes	2		
<b>Neighborhood Redevelopment</b> Target infill lots within Hagins Fewell for the creation of affordable housing	2 new houses built per year	2		One of the two homes has sold.

**Objective:** Provide assistance to increase the number and quality of owner and renter occupied houses in Old Town

<b>Enhance the quality of owner-occupied units in Old Town</b> Provide owner-occupied rehabilitations within Old Town neighborhoods	25 per year	32		
<b>Work with the rental community to continue to improve the quality of housing in the Old Town area</b> Increase communication and collaboration with private developers to improve rental housing stock	2 meetings per year	2		A formal meeting between Housing and Neighborhood Services and the Realtor's Association was held in November 2009. An additional meeting was held on March 14, 2010 to discuss implementation of the Windshield Survey findings/recommendations. The Association has agreed to partner with the City in this new effort. Additional conversations have occurred with private for and non-profit developers. Discussions regarding the creation and maintenance of quality rental housing will continue.

**Objective:** Provide support to implement redevelopment plans in Old Town area

<b>Implement the redevelopment plan for the Textile Corridor</b> Begin demolition and abatement of the Bleachery site	By 6/30/2010	May 2010		
<b>Implement the redevelopment plan for Hardin Street</b> Complete improvements to Hardin Street	By 6/30/2010	May 2010		

# OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Plan for and support redevelopment of key corridors and sites in Old Town

<b>Initiate small area redevelopment plans for targeted areas in Old Town</b> Participate in the redevelopment opportunities for the College Town Action Plan by attending meetings and assist in taking recommendations to City Council	Attend 100% of meetings & take recommendation to Council by 6/30/2011	100%		All FY2010 meetings were attended. Recommendations for City Council will be presented by the target date of June 30, 2011.
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**Objective:** Create incentives to support desired private investment in Old Town

<b>Develop incentive programs that will promote development</b> Propose façade improvement programs for key corridors	By 6/30/2010	February 2010		Completed: Saluda, East Town, and Oakland Avenue corridors.
Propose incentives for business investments on key corridors	By 6/30/2010	March 2010		An incentives program was proposed through a 2010-11 CDBG funding application. However, the proposed business incentives were not funded in the 2010/2011 CDBG budget. Will seek funding again in the 2011-12 CDBG funding cycle.
Seek grants and other funding for Old Town investments	complete 3 grant applications	4		

**Objective:** Establish an identity for Old Town as a destination

<b>Develop marketing strategies for the Old Town area to communicate a unified message to the public</b> Launch an Old Town website that highlights Old Town successes and events	By 1/1/2010	5/14/2010		The website ( <a href="http://OnlyinOldTown.com">OnlyinOldTown.com</a> ) went live in March, publicly launched on May 14.
Organize and implement public relations plan	By 1/1/2010	October 2009		

# OLD TOWN REVITALIZATION

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Provide support for downtown businesses and attract new businesses

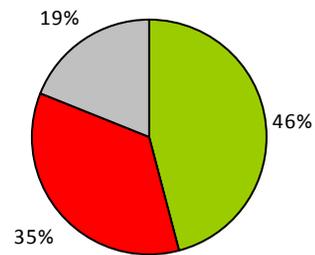
<b>Enhance marketing to attract new businesses</b> Develop and implement an office recruiting initiative involving short-term (outreach and marketing) and long-term (market research-based) strategies	By 6/30/2010	Implementation not met		1) Meetings held with Mayor's leadership group; efforts attempted to court civically-minded businesses. 2) Old Town Economic Development RFP (OTEDP) released in May 26, 2010; 14 proposals received on June 30, 2010; Interviews held July 27, 2010. This is a long-term effort to create jobs and attract (office uses) business to Old Town. 3) Office recruitment marketing efforts are being identified and planned in cooperation with the top five downtown property owners.
Improve coordination and relationships with commercial real estate brokerages, economic development organizations, and others involved in local and regional economic development by hosting collaborative meetings and workshops	1 meeting/ workshop per year	Target Met		1) Met with representatives of all local commercial real estate brokerages at an "Office Space Open House" event sponsored by the Piedmont Association of Realtors. Cooperative marketing opportunities, market conditions, financing, and other related matters were discussed. 2) Working with Charlotte Commercial Property Exchange to market all available commercial properties in Rock Hill on the new <a href="http://www.rockhillusa.com">www.rockhillusa.com</a> website via an automated database feed.

**Objective:** Continue using stage festivals and events as a marketing tool for Old Town

<b>Program and manage the Old Town Amphitheater</b> Present an Improvements and Funding Plan to City Council	By 6/30/2010	1/14/2010		
Create an Annual Report on the success of programming to assist with the development of a sustainable business model	By 6/30 of each year	January 2010		
<b>Organize, manage and support community activities and events in the downtown area</b> Increase attendance at events by 10 percent	FY2010 goal– 78,100	78,800		11% increase in attendance

## ENSURE THE PROVISION OF QUALITY PUBLIC SERVICES

Ensure the Provision of Quality Public Services



- Met target
- Did not meet target
- Data not available at this time

# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Objective:</b> Update the Stormwater Master Plan				
<b>Complete updates to the Master Plan of the City's stormwater infrastructure</b> Complete the master plan update for the Wildcat Creek basin	By 6/30/2010	Target Not Met		Proposals from consultants have been received. The actual update to the master plan will occur during Fiscal Year 2011 (July 1, 2010—June 30, 2011).
<b>Objective:</b> Complete all planned electric, water, and sewer infrastructure improvements				
Complete the Catawba Terrace overhead relocation and conversion to underground	By 6/30/2010	Target Date Not Met		Phase III is 95% complete. Federal Grant is complete. Phase IV has been designed and ROW is being acquired (5% complete). Phase IV is being funded with Utilities Operational Funds and completion will be based on funding available each year. About 25% of the total neighborhood is now complete.
<b>Prepare for the expansion of the wastewater treatment plant from 20 MGD to 30 MGD</b> Identify, solicit, develop funding model for expansion	By 4/30/2010	February 2010		
Acquire necessary property for expansion	By 6/30/2010	Target Date Not Met		Closed on majority of property on 6/30/2010. Final piece is awaiting decision by owner.
<b>Identify and eliminate inflow and infiltration through the City's sewer line replacement program</b> Identify sections of sewer lines to replace or rehabilitate annually	By 8/31	July 2009		
Develop & secure funding to complete identified projects annually	By 9/30	July 2009		
Rehabilitate or replace sewer lines annually	3 linear miles	1.5 linear miles		

# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Expand the raw water intake from 30 MGD to 48 MGD</b> Submit & complete permitting activities for capacity upgrade	By 10/31/2009	Target Not Met		401 Quality Certification from DHEC was received in April 2010. Awaiting FERC permits- expected in Fall 2010.
Bid & select contractor for construction	By 3/31/2010	Target Not Met		Due to delays in permitting, the new projected completion date for this task is November 30, 2010.

**Objective:** Complete all planned Parks, Recreation, Tourism infrastructure improvements

<b>Identify infrastructure maintenance needs and the impact of population</b> Review and revise the PRT (Parks, Recreation, and Tourism) Master Plan and Capital Improvement Plan to upfit aging recreation centers, buildings, parks and playgrounds annually	By 6/30	March 2010		Staff revised all projected capital expense documents during the FY2011 budget process. Recreation Division capital project FY2011 needs are \$9,398,500 in value. Parks Division capital project FY2011 needs are \$4,811,600 in value. Due to budget constraints, these needs are largely unfunded for Fiscal Years 2011 and 2012.
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**Objective:** Complete all planned Public Works infrastructure improvements

<b>Expand the City's sidewalk repair and ADA ramp upgrade program</b> Annually update the inventory of City sidewalks and assess conditions	By 12/1	November 2009		The annual update review was completed along with road surface inventory. The FY2011 review will include sidewalks along State owned and maintained roads inside the City limits.
Develop a plan to replace 2,000 linear feet of damaged sidewalk annually	Develop plan by 6/30/2010	6,702 Linear feet Replaced		
Upgrade intersection ramps to comply with ADA requirements for each of the next fifteen years (approximate cost of \$35,000 annually)	35 per year	49		
<b>Develop an automated work order system for solid waste</b> Implement an automated work order system	By 6/30/2010	October 2009		The work order system was completed in October. GPS capability enhancements are ongoing.

# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Provide for the orderly development and expansion of the City's electric, water, sewer, and stormwater infrastructure

<p><b>Develop a master plan for extension of water and sewer infrastructure into the unincorporated areas within the City's Urban Growth Boundary to assist the Planning Dept in making informed decisions concerning service to new customers</b></p> <p>Identify target area for expansion annually</p>	By 9/1	July 2009		
<p><b>As a regional provider of water and wastewater services, evaluate and update our wholesale contract rates for York County (water &amp; sewer), Fort Mill (water), and Tega Cay (sewer) to reflect recent capital improvements and changes in usage</b></p> <p>Execution of each contract</p>	By 6/30/2010	Target Date Not Met		Negotiations are continuing as the model has been updated based on communications with each entity. We have been working with each party to obtain consumption forecasts for infrastructure planning purposes as well as contractual obligations. Final agreements are expected to be executed by June 30, 2011.

**Objective:** Provide for the orderly development and expansion of the City's Parks, Recreation, Tourism Infrastructure

<p><b>Ensure planning and funding of new Parks, Recreation &amp; Tourism (PRT) infrastructure to support growth within the City of Rock Hill</b></p> <p>Review, revise and implement the PRT Master Plan and Capital Improvement Plan to develop new recreation centers, building, parks and playgrounds annually</p>	By 6/30	Target Date Not Met		The Parks and Recreation Commission and PRT staff have played integral roles in the development of the City's 2020 Comprehensive Plan. The Plan will provide valuable information which warrants the decision to wait for City Council's approval of the Comprehensive Plan prior to moving forward with updates to the PRT Master Plan.
<p><b>Continue with current improvements and investigate opportunities to expand leisure and recreational activities that are responsive to the changing needs of our customers and businesses</b></p> <p>Complete the Edgemont restroom facility at Glencairn Gardens</p>	By 3/1/2010	February 2010		

**Objective:** Provide for the orderly development and expansion of the City's Public Works infrastructure

<p><b>Ensure Public Works is properly equipped to provide services to new growth while continuing to offer high quality existing services</b></p> <p>Number of residential sanitation customers per automated truck route</p>	Customers per route	See Chart	Not Applicable	<table border="1"> <thead> <tr> <th colspan="4">Residential Routes: Customers per Route per Week</th> </tr> <tr> <th></th> <th>October 2008</th> <th>October 2009</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>Route 1</td> <td>3,914</td> <td>3,923</td> <td>9</td> </tr> <tr> <td>Route 2</td> <td>3,673</td> <td>3,723</td> <td>50</td> </tr> <tr> <td>Route 3</td> <td>3,898</td> <td>3,925</td> <td>27</td> </tr> <tr> <td>Route 4</td> <td>3,857</td> <td>3,871</td> <td>14</td> </tr> <tr> <td>Route 5</td> <td>3,879</td> <td>3,873</td> <td>(6)</td> </tr> </tbody> </table>	Residential Routes: Customers per Route per Week					October 2008	October 2009	Difference	Route 1	3,914	3,923	9	Route 2	3,673	3,723	50	Route 3	3,898	3,925	27	Route 4	3,857	3,871	14	Route 5	3,879	3,873	(6)
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# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Provide for the orderly development and expansion of other facilities & infrastructure

<b>Ensure the new Operations Center project remains on time and on budget</b> Develop milestone dates from existing Giffells schedule and manage progress	By 9/30/2009	Target Date Not Met		The new expected completion target is now late August/early September 2010.
Annually meet milestone dates	95%	Target Not Met		This performance indicator was impacted by the indicator above.

**Objective:** Continue to expand the City's Wifi infrastructure to meet service demands throughout the community

<b>Expand WiFi coverage to provide ubiquitous service throughout the utility service territory by utilizing Tropos technology and applications such as AMI</b> Install additional routers	25 per square mile	32 per square mile		We continue to expand the system as new areas are annexed and developed as well as filling in the coverage area as requested by staff.
Identify and develop new applications for mobile use	By 1/1/2010	December 2009		The City added the sanitation work order (October 2009) and the fire inspection (December 2009) mobile solutions. Current programs for the Police and Parks, Recreation, and Tourism departments are being developed.

**Objective:** Provide customers with high quality, efficient services

<b>Evaluate water operational efficiencies and customer satisfaction</b> Comply with EPA and DHEC drinking water standards	100%	100%		
Remain above the median for the number of customer accounts per employee (AWWA)	Above median	N/A		The AWWA survey was completed in March with results being available in late summer.
Remain above the median for MGD water delivered per employee (AWWA)	Above median	N/A		The AWWA survey was completed in March 2010 with results being available in late summer.

# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Evaluate wastewater operational efficiencies and customer satisfaction</b> Comply with wastewater treatment standards	100%	99%		During FY2010, two violations (pH and high solids) occurred.
Remain above the median for the number of customer accounts per employee (AWWA )	Above median	N/A		The AWWA survey was completed in March with results being available in late summer.
Remain above the median for MGD wastewater processed per employee (AWWA)	Above median	N/A		The AWWA survey was completed in March with results being available in late summer.
<b>Evaluate electric operational efficiencies and customer satisfaction</b> Receive RP3 Survey designation from APPA	Diamond	N/A		The City has begun preparing its application, which is due September 1, 2010. Notification of designation will occur during the first quarter of 2011.

**Objective:** Provide customers with high quality efficient services

<b>Evaluate public works operational efficiencies, customer recycling participation, and customer satisfaction</b> Remain below the median cost for operating & maintenance expenditures for refuse collection per ton of refuse collected as it relates to our population class	25% below	N/A		Based on Mid-Year ICMA benchmarking study data, the City was 40% below the median. The final ICMA report is expected to be available in late summer/early fall.
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**Objective:** Improve customer satisfaction by maintaining a high quality, customer service oriented organization, being accessible, and providing effective communication

<b>Continue to integrate the importance of customer service into organizational culture</b> Percentage of new employees surveyed who indicate their supervisor made them aware of, and reinforced, the City's commitment to providing excellent customer service during the first week on the job	95%	100%		26 out of 26 employees surveyed
Provide customer service training to regular new-hires annually	100% of regular new-hires	100%		
Conduct the "Mystery Shopper" program for departments	Quarterly	Quarterly		The Mystery Shopper was conducted on a quarterly basis during FY2010. For the third quarter, all City Departments were assessed. All departments met standards in the areas of timeliness and general customer responsiveness. In the areas where "IDEAL" standards were not met, department heads were alerted.

# QUALITY PUBLIC SERVICES

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Ensure that departmental productivity plans reward and recognize customer service	100% of departments	100%		
Solicit gainsharing proposals annually from employees that offer suggestions which enhance and strengthen the Customer Service Program	5 proposals	3		The Gainsharing Committee has launched a new initiative to assist with accomplishing this goal in the future.
Increase the number of customer comment cards returned annually	3% over previous performance	171 cards		Baseline data was established in FY2009. 171 comment cards were received, meaning that the FY2011 goal will be 176 comment cards returned.
<b>Communicate the City's commitment to customer service</b> Highlight customer service as one of the City's core values in monthly utility bill inserts	3 inserts per year	0		For the greater part of FY2010, the City worked on developing an electronic newsletter module given the success of the online utility billing and the increasing number of customers who are opting not to receive a paper bill. The July 2010 (FY2011) newsletter spotlighted the Planning Department's "Open for Business" customer service initiative. (Note: The July 2010 newsletter will be counted as progress towards meeting this goal for FY2011)

# SUSTAINABLE GROWTH



# SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Implement the Corridor East growth strategy, designating this area as the City’s preferred location for expansion

<b>Collaborate with York County on planning in the Corridor East area</b> Meet with York County annually to ensure successful joint planning	1 meeting	1 meeting		A consultant-facilitated meeting with York County staff regarding Corridor East and other growth issues was held on February 19, 2010. Establishing joint planning is proposed as a priority action step in the Draft Comprehensive Plan.
<b>Ensure all functional master plans reflect the priority of this area</b> Assist departments as they develop or update functional plans annually	2 departments	2		Infrastructure Division staff assisted the Utilities Department with the Sewer System master planning and the Public Works Department in developing the RFQ for the Stormwater Master Plan.

**Objective:** Manage growth through the development of infill strategies and growth policies for the urban fringe

<b>Provide strategies for managing growth in expansion areas on the urban fringe</b> Develop guidelines to ensure that appropriate compact development patterns and mixes of land use are planned for in all growth areas of the City	By 1/1	Target Date Not Met		Although the target completion date of January 1 was not met, enclaves were evaluated during FY2010. Five key areas are being actively pursued for annexation.
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**Objective:** Implement a proactive comprehensive planning program

<b>Assist departments with functional plans (water, sewer, stormwater, parks, etc.) and identify key areas needing more detailed planning studies and begin that planning process</b> Assist departments as they develop or update functional plans. Create and begin implementation of area plan program annually	2 departments	2		Infrastructure Division staff is currently assisting the Utilities Department with the Sewer System master planning, and have assisted the Public Works Department in developing the RFQ for the Stormwater Master Plan.
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# SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
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**Objective:** Continue road planning and enhance with details that can be coordinated with government and development sector actions

<b>Complete updates to transportation related plans</b>				
Initiate thoroughfare and sub-area planning in conjunction with York County and other RFATS communities	By 6/30/2010	Target Met		Planning has been initiated. The project is utilizing a Technical Committee representing RFATS communities. Completion is expected in fall 2010.
Update Congestion Management Study and implement monitoring process and other recommendations	By 6/30/2010	Target Not Met		The update is underway with an expected completion date of fall 2010.
<b>Evaluate opportunities for funding improvements</b>				
Collaborate with York County on 2010 One Cents Sales Tax Referendum initiative by regularly attending meetings	100% of meetings	100%		Staff has attended the three formal meetings held by the 2011 Sales Tax Commission, and met with County staff to discuss proposed projects.
Seek funding for priority road improvements through programs such as CMAQ, stimulus funds, and SCDOT grants. Complete grant applications annually.	3	3		The three applications were: 1) Riverview/Riverchase Blvd. intersection improvements; 2) Princeton/Springsteen and Anderson Roads intersection improvements; and 3) US 21 bridge replacement enhancements.

**Objective:** Investigate further mass transit options in conjunction with York County and other affected jurisdictions

<b>Complete plans related to proposed routes</b>				
Implement Celanese Corridor express bus service	10/31/2009	10/19/2009		
<b>Seek funding for public transit programs</b>				
Seek funding by submitting all grant applications to FTA and SCDOT on time	100% applications on time	100%		City staff submitted three transit grant applications during FY2010. Two applications were for continuing the commuter bus services and demand response program; both grants were approved. The third application was for enhancements to the demand response service; this grant (stimulus funds) was also approved.
<b>Communicate transit programs and initiatives to public, build community support for Bus Rapid Transit, and meet customer needs</b>				
Maintain participation/ridership level in transit programs	61,018 ridership	50,861		Ridership on the commuter (express) bus services was lower than in past years. The local transit service, York County Access, continues to grow. The new local peak period service, Ride to Work, started July 1, 2010.

**Objective:** Consider alternative transportation modes, i.e., bicycles and walkability in all planning activities

<b>Evaluate current development standards and how these standards may integrate with the concept of "complete streets"</b>				
Complete update of Zoning Ordinance related standards	By 6/30/2010	5/10/2010		Comprehensive amendments to Article 7 of the Zoning Ordinance, including language supporting complete streets, were adopted May 10, 2010.

# SUSTAINABLE GROWTH

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Meet with RFATS, York County and SCDOT at the project development stage to ensure the most appropriate bike/ped facilities are included with all projects	2 meetings during development stage	2		

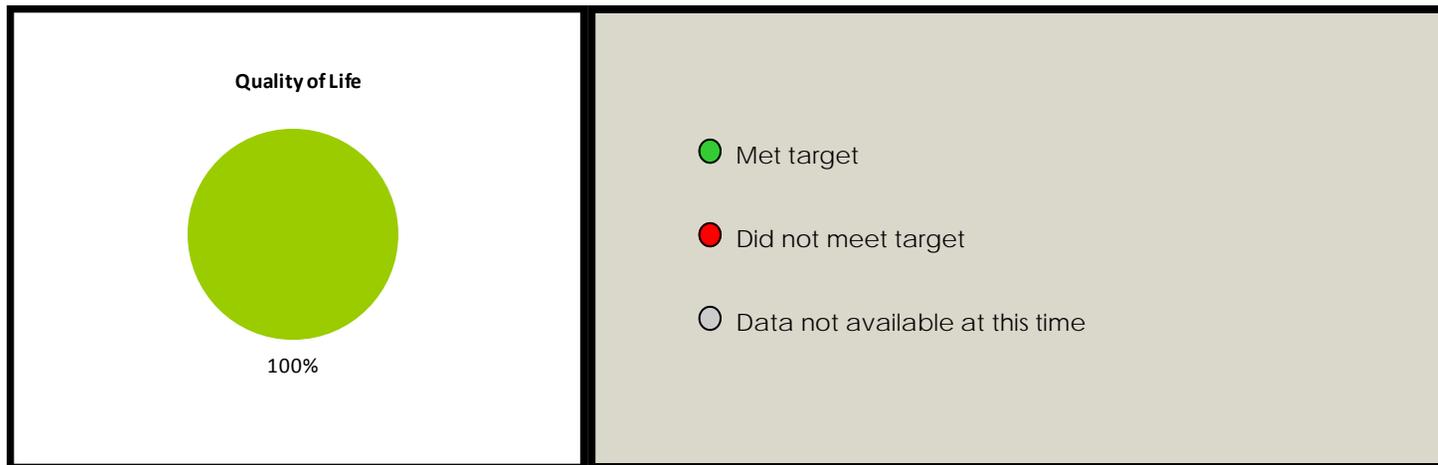
**Objective:** Incorporate land development practices that are more environmentally sensitive

<b>Explore environmentally sensitive practices during the Zoning Ordinance review</b>				
Review standards to minimize pavement and other impervious areas	By 6/30/2010	5/10/2010		Comprehensive amendments to Article 7 of the Zoning Ordinance, including language supporting right-sized pavement, were adopted May 10, 2010.
Research low impact stormwater management practices and where appropriate, include practices in Zoning Ordinance	By 6/30/2010	5/10/2010		Comprehensive amendments to Article 7 of the Zoning Ordinance, including language enabling low impact development practices, were adopted May 10, 2010.
<b>Encourage compact mixed use development in walkable environments</b>				
Percentage of approved projects that support this vision	33%	60%		

**Objective:** Promote practices to improve air quality

<b>Continue City efforts to improve air quality and work with SCDHEC and Charlotte partners to educate public on air quality issues, concerns and solutions</b>				
Establish policies that reduce/eliminate construction equipment idling	By 1/1/2010	December 2009		The City has also added the no idle policy to all of its contracts so that companies doing business with us adhere to the no idle policy.
Encourage alternatives to single occupant vehicle travel by initiating the Clean Air Works public information program	By 4/30/2010	Target Not Met		The Clean Air Works program is conducted through a grant from the SC Department of Transportation. The City of Rock Hill is awaiting grant approval.
Maintain the number of City vehicles and equipment using alternative fuel	265	269		The City has added two compressed natural gas vehicles and two alternative fuel vehicles.

## QUALITY OF LIFE



# QUALITY OF LIFE

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
<b>Objective:</b> Provide a variety of opportunities and amenities for residents to participate in visual and performing, cultural, historic, and other arts				
<b>Provide programming that reflects community needs and expectations</b> Conduct program evaluations at the conclusion of PRT registered programs	100% of registered programs	100%		In FY2010, 14,695 registered program participants were given the opportunity for feedback via evaluations for programs, activities and events.
<b>Support community arts efforts- in both development and programming efforts</b> Support the efforts of community groups to develop a Community Performance Center and Children's Museum	Complete agreements by 1/1/2010	Target Met		The City seeks to support the efforts of these groups. The Community Performance Center held its first show on October 23, 2009. The Children's Museum efforts are moving forward. A request for proposals for architects has been issued.
<b>Objective:</b> Provide quality facilities and parks to serve local residents				
<b>Gain input from customers, advisory groups, and staff for analysis of recreation centers and parks usage</b> Conduct meetings to gain input	6 per year	27		Twelve meetings were held by the Commission and 15 by advisory groups. These meetings were specifically related to analysis of recreation center, park, and program usage.
<b>Objective:</b> Provide quality programs to serve local residents, being sure to consider senior services and needs				
<b>Market programs to attract customers and evaluate customer satisfaction</b> Update marketing strategy annually	By 6/30	June 2010		PRT has implemented a new process that allows for faster print media and website updates. This increased efficiency keeps the most up-to-date information available to the public in a timely manner.
<b>Objective:</b> Provide safe, connected, and quality trails, greenways, and sidewalks				
<b>Support the continued development and expansion of current Trails and Greenways initiative and evaluate customer service</b> Continue to implement the Trails and Greenways Master Plan by developing annual milestone targets	By 6/30	Target Met		The 1.8 mile Rawlinson Road Trail was completed in December 2009. The 0.33 mile Winston Searles Memorial Trail in the Arcade neighborhood was dedicated on June 7, 2010.
Support trails and greenways connectivity by gaining input from customers and advisory groups by holding meetings regularly	11	16		
<b>Support the development of new initiatives to promote trails, greenways and sidewalks</b> Implement marketing strategy to educate customers on the benefits of the trail system	By 6/30/2010	March 2010		<b>Bike Rock Hill</b> is an awareness campaign coordinated by Eat Smart Move More York County, the Rock Hill Bicycle Club and the City of Rock Hill; information may be found on the PRT Department website. Data from the March 2010 Bike Friendly Survey is being compiled and computed. National Bike Month, celebrated in May, included a Mayor's Bike Ride, an educational bike rodeo, and Bike to Work Day.

# QUALITY OF LIFE

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Support Carolina Thread Trail initiative as it relates to connectivity by annually attending meetings	3	6		On May 5, 2010, the Carolina Thread Trail celebrated the Riverwalk Trail as a major accomplishment.

**Objective:** Support community efforts to address the health and wellness of Rock Hill residents

<b>Support community initiatives that address homelessness in Rock Hill</b> Partner with United Way to complete the Community Homeless Plan	By 1/1/2010	10/26/2009		City Council approved the Community Homeless Plan and re-appropriation of approximately \$20,000 to fund 50% of a position to focus on this goal in partnership with the United Way.
<b>Support Back the Pack and similar programs</b> Inform employees about Back the Pack and similar programs by featuring programs in the employee newsletter <i>Hot News</i>	3 <i>Hot News</i> issues	3		The August 24, November 23, and November 30 issues featured articles on Back the Pack and similar programs.

**Objective:** Make a commitment to integrate social health and awareness into City work processes

<b>Provide support to organizations, causes and groups that support social awareness</b> Educate all employees on the #1 Question: Is It Good for the Children campaign	By 3/31/2010	November 2009		All employees have been trained on the #1 Question. The City served as a presenter at the November 5 <sup>th</sup> #1 Question Summit. The City also sponsored a #1 Question Expo on March 22, 2010; over 200 people were in attendance.
Support the work of No Room for Racism, Human Relations Committee, MLK Task Force, and the Mayor's Committee on Employment of People with Disabilities	City staff attend 100% of meetings	100%		No Room for Racism– City staff coordinated a youth forum on April 29, 2010.

**Objective:** Provide for the development of public beautification projects and ensure that these and other City projects are well maintained

<b>Develop public beautification projects that enhance the City's image</b> Pursue additional federally-funded highway enhancement projects	1 project per year of eligibility	4		The projects were: (1) Saluda Street - Southern Gateway Streetscape Enhancements Phase III, (2) Finley Road Sidewalk Improvements Project, (3) Oakland Avenue Pedestrian Safety Project, and (4) Oakland Avenue Bicycle Lane Implementation Project
<b>Make sure the City is well maintained</b> Continue to publicize and support litter control programs by attending events and meetings annually	2	3		In addition to attending 3 events, the City's Clean and Green program is a recipient of a 2010 Cigarette Litter Prevention Program Grant (May - September 2010) from Keep America Beautiful and is conducting outreach and education activities to reduce cigarette litter.
Continue to support the community's forestry programs by attending events and meetings annually	5	8		

# QUALITY OF LIFE

Tasks (in bold) and Performance Indicators	Target	Year-End Actual	Quick View	Comment(s)
Maintain the Tree City USA designation	Maintain designation	Target Met		We have been recertified as a Tree City USA for 2009.
Conduct a windshield assessment of Old Town to identify areas of concentrated blight	By 6/30/2010	February 2010		
Complete PACE projects annually which includes identifying neighborhoods to address junk cars, overgrown lots, and dilapidated housing	2 per year	2		Our most recent PACE project was in Catawba Terrace, completed the end of June 2010. In addition, Flint Hill's PACE project was completed in early July 2009.

**Objective:** Design City infrastructure that creates quality streets and curb appeal

<b>Provide for well designed thoroughfares that promote quality and aesthetics</b>				
Implement complete streets requirements that consider landscape and aesthetic improvements as well as bicycle and pedestrian facilities	By 6/30/2010	May 2010		The amendments to Article 7 of the Zoning Ordinance, adopted May 10, 2010, now require intersection "bump-outs" which reduce pavement and provide more landscaped area.
Complete implementation of the initial phase of the wayfinding program to help mitigate the visual impact of necessary directional signage	By 6/30/2010	January 2010		Phase I, Phase II, and the Old Town kiosk were completed

**Objective:** Ensure quality development standards so that private investment reinforces the City's aesthetic goals

<b>Develop proper standards to ensure continuity of development throughout the community</b>				
Review zoning design standards to ensure they meet City aesthetic goals	By 6/30/2010	May 2010		This year's amendments revolved around infrastructure improvements. Additional review will be an ongoing activity.